

## Executive Summary

### Contracting 2001

#### Our Goals:

**Invest in our People for the Future  
Apply Best Value Practices  
Exploit Emerging Technologies**

Acquisition Reform is creating significant changes in the way the Federal Government does business. This reform era is moving the AF toward greater use of **best value** and **commercial practices and products** which, properly used, will translate into **faster, better, and cheaper** mission support. Operational contracting provides business advice and contract solutions which support the installation commanders with the **link between mission needs and reputable private sector contractors**. As the Air Force looks for ways to reduce support costs and use savings for modernization programs, **operational contracting will play an increasingly important role in producing these savings**. This Strategic Plan postures operational contracting to develop and match its work force to do the job its customers expect over the next five years.

Consistent with the aim of acquisition reform and the Air Force Vision of **Air Force people building the world's most respected Air and Space Force...global power and reach for America's** plan frames the vision of Operational Contracting for the Air Force.

#### Our Vision:

**Air Force Contracting people providing  
timely, best value, products and services using  
world class business practices to provide  
global support to our Air and Space Force.**

#### Our Mission:

**Provide best value products and  
services to our Air and Space Force**

The Air Force values are part of this plan. This plan sets in motion the means to achieve our three goals with eight important objectives and 28 related tasks. Tasks associated with these goals and objectives are **results oriented**. Performance of these tasks will be measured and managed with metrics which in most cases do not require additional collection systems. Vital to these goals and objectives is the **energy of our people** to pursue **best value** and **commercial** processes and products in satisfying customer expectations.

Please provide us feedback on how we are doing in furthering these goals and objectives. Likewise, we are interested in hearing your success stories as we journey in this direction over the next five years. Please provide any comments you have about this plan to SAF/AQCO.

# CONTRACTING 2001

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## OPERATIONAL CONTRACTING *STRATEGIC PLAN*

**BACKGROUND:** Operational Contracting Activities place over 2.4 million contracting actions each Fiscal Year (about 97 percent of the total actions purchased by all AF contracting activities). About 40 percent of the AF's contracting work force is engaged in operational contracting activities. This work force purchases a wide range of products and services including construction, base services, contractor advisory assistance services, major operations and maintenance services, environmental work, utilities, commodities, and architect engineering services.

**Purpose:** This strategic plan identifies the vision, mission, core competencies, goals and objectives for operational contracting. This plan links mission priorities and customer expectations to contracting people and processes. It provides a strategic roadmap spanning the next five years for operational contracting.

### **STRATEGIC PLAN METHODOLOGY:**

This strategic plan follows the general format and requirements set forth in the Government Performance and Results Act of 1993. The GPRA establishes a strategic planning system which includes a 1) strategic plan for program activities covering a period of not less than five years as well as 2) an annual performance plan and 3) annual performance reports. This document only represents the strategic plan.

Included in this strategic plan are:

- A comprehensive vision and mission statement,
- Core competencies for AF Operational Contracting
- General goals and objectives with outcome related goals and objectives for major functions,
- A description of needs to meet general goals and objectives which addresses processes, skills, technologies, and resources ( human, capital, informational),\*
- A description of how performance goals and evaluations as part of a performance plan are intertwined in the strategic plan. \*

\* See Attachment 1

**MISSION:**

<b>Air Force:</b>	<b>To defend the United States through control and exploitation of air and space.</b>
<b>SAF/AQ:</b>	<b>Provide the leadership, direction, policy and resources to acquire superior systems, supplies and services to accomplish the Air Force Mission.</b>
<b>SAF/AQCO</b>	<b>Provide best value products and services to our Air and Space Force.</b>

**VISION:**

<b>Air Force:</b>	<b>Air Force people building the world's most respected Air and Space Force--global power and reach for America.</b>
<b>SAF/AQ:</b>	<b>An innovative team of professionals leading the Air Force in partnership with industry and the other services to rapidly equip America's warfighters with effective and affordable combat systems.</b>
<b>SAF/AQCO</b>	<b>Air Force Contracting people providing timely, best value, products and services using world class business practices to provide global support to our Air and Space Force.</b>

## **CORE VALUES:**

### **(1) Integrity First**

- Courage
- Honesty
- Responsibility
- Accountability
  - Justice
- Openness
- Self-Respect
- Humility

### **(2) Service Before Self**

- Rule Following
- Respect For Others
- Discipline and Self-Control
  - Faith in the System

### **(3) Excellence in All We Do**

- Product/Service Excellence
  - Personal Excellence
- Community Excellence
- Resource Excellence
- Operations Excellence

## **CORE COMPETENCIES FOR OPERATIONAL CONTRACTING:**

*Air Force Contracting provides training, tools, and professional development and integrates the elements of best value practices and information technology to produce:*

**Prepared and Dependable Contingency Contracting Support for Global Mobility**  
**World-Class Global Contracting Support for AF Commanders**  
**Effective Execution of Public Objectives and Legislation**  
**Operations, Maintenance, and Support Savings Through Contract Alternatives**  
**Creative Business Advice and Contracting Strategies**  
**Information Technology to Conduct Business with Industry**

# OPERATIONAL CONTRACTING GOALS AND OBJECTIVES

**GOAL 1--INVEST IN OUR PEOPLE FOR THE FUTURE** Professional people are the key to success of operational contracting AF-wide.

**Objective 1--Ensure professional development of our operational contracting work force**

**Objective 2--Provide job enhancing tools to our work force**

**Objective 3--Develop and deploy “practical application” training to implement acquisition reform initiatives and world class business practices**

## GOAL 2--APPLY BEST VALUE PRACTICES

**Objective 4--“Commercial-First” practices for simplified acquisition threshold**

**Objective 5--Implement best-value, streamlined practices above the simplified acquisition threshold**

**Objective 6--Effectively execute streamlined outsourcing and privatization acquisitions**

**GOAL 3--EXPLOIT EMERGING TECHNOLOGIES** To reengineer AF Operational Contracting.

**Objective 7--Rapidly implement DII and COE compliant information technology.** Take advantage of responsive electronic infrastructure capabilities.

**Objective 8--Reengineer policy and processes to leverage information technology.** Continuous refinement of contracting policy, processes, and training to optimize use of latest information technology capabilities.

## ATTACHMENT 1 PERFORMANCE PLAN

### TASKS AND MEASUREMENT METRICS

**GOAL 1--INVEST IN OUR PEOPLE FOR THE FUTURE** Professional people are the key to success of operational contracting AF-wide.

**Objective 1--Ensure professional development of our operational contracting work force.**

#### TASKS:

1. Align qualifications of work force with job requirements and revised business practices and processes of acquisition reform and ensure all individuals meet the Acquisition Professional Development Program (APDP) certification requirements of their positions.

**Metric:** Percent of work force meeting APDP requirements for their positions

**Measurement Method** APDP statistics

2. Ensure new Contracting Squadron Commanders are qualified and prepared for their positions.

**Metric:** Percent of commanders who complete squadron commanders course

**Measurement Method** Squadron Commanders course records

3. Ensure contingency contracting officers are qualified and prepared for deployment taskings and create a special experience identifier for contingency qualified contracting officers which is based on formal training or experience.

**Metric:** - Percent of military by rank and grade/skill level, and MAJCOM who complete the DoD contingency contracting course

- Number and percentage of military with CCO SEI

- Number of shortfall in resources for UTCs

**Measurement Method:** APDP statistics

- Contingency course records

- Sourcing conferences

**GOAL 1--INVEST IN OUR PEOPLE FOR THE FUTURE** Professional people are the key to success of operational contracting AF-wide.

**Objective 2--Provide job enhancing tools to our work force.**

**TASKS:**

1. Develop and put desk guides in place on the AQC homepage for use AF-wide.

**Metric:** - Count user access into desk guides

- Level of user satisfaction with desk guides

**Measurement Method:** Hits on Internet, electronic user feedback

2. Simplify and update contracting publications. Use desk guides to migrate coverage from regulations (AFPDs, AFIs, AFMs, and AFPs)

**Metric:** Percent of guides required are completed

**Measurement Method:** Develop a specific list to transition and measure

Decrease in number of regulations and increase in number of desk guides

(objective is not to transfer all regulatory publications to desk guides)

**GOAL 1--INVEST IN OUR PEOPLE FOR THE FUTURE** Professional people are the key to success of operational contracting AF-wide.

**Objective 3--Develop and deploy “practical application training to implement acquisition reform initiatives and world class business practices.**

**TASKS:**

1. Develop roadshows, workshops, and informal training material.  
**Metric:** - Percent of MAJCOMs receiving roadshows presentations  
- Level of trainee satisfaction and value based on feedback scores  
**Measurement Method**Roadshow performances
2. Conduct conference sessions which address world class business practices.  
**Metric:** Level of conferee satisfaction  
**Measurement Method**Contracting conference feedback forms
3. Provide support and update material to schoolhouse to use in updating formal training courses and correspondence courses.  
**Metric:** Percent of course updates with AQCO participation  
**Measurement Method**Involvement with AQCX and the schoolhouse
4. Encourage the expansion of computer-based-training (CBT). AFLMA will work with DAU to develop just-in-time CBT to supplement the APDP courses in effort to reduce time away from station required to accomplish these courses.  
**Metric:** Number of courses worked  
**Measurement Method**Involvement with DAU



## GOAL 2--APPLY BEST VALUE PRACTICES

**Objective 4 - “Commercial-First” practices for simplified acquisition threshold**

### **TASKS:**

1. Expand the use of **IMPAC** by removing inefficient pre-purchase approvals and provide user friendly **IMPAC** procedural instructions and improve training.

**Metric:** - Percentage of decentralized actions

- Percentage of micropurchase dollars and actions using IMPAC in relation to all open market purchases

**Measurement Method:** Obtain and display data from DoD reporting system and data available from bank card contractor.

- Internet feedback on instructions

2. Simplify and standardize simplified acquisition purchases clause logic for commercial items.

**Metric:** Number and percentage of simplified acquisition purchases using FAR Part 12 clauses

**Measurement Method:** DoD 1057 and DD 350 report data

## GOAL 2--APPLY BEST VALUE PRACTICES

### Objective 5 - Implement best-value, streamlined practices above the simplified acquisition threshold

#### TASKS:

1. Simplify the best value source selection process and optimize the use of **best value** source selections.

**Metric:-** Number of streamlined source selection actions using AFFARS  
Appendix AA/BB

- Number of sustained contractor protests and corrective actions

**Measurement Method:** Count data furnished on source selections

- Counts from AQCX on total number of sustained contractor protests and corrective actions

2. Maintain a sound Quality Assurance Evaluator Program per AFI 63-504.

**Metric:** - Number of QAEs receiving Phase 1 and 2 training

- Quantify number of FACs trained
- Average number of full-time QAEs per \$1.5M in contract value
- Number of full and part-time QAE Program Coordinators
- Number of Contract Discrepancy Reports with funds deducted

**Measurement Method:**MAJCOM Reports IAW AFI 63-504

3. Expand the use of **SABER** and Architect-Engineering (A&E) strategies.

**Metric:** Number of dollars and contract actions reported on SABER contracts

**Measurement Method**Count data on SABER contracts

4. Promote and expand the use and availability of the source selection automation tools developed by AFMC's RFPSOs.

**Metric:** Use of AFMC's RFPSO source selection automation tools

**Measurement Method:**Number of source selection automation tools available from AFMC's RFPSOs

## GOAL 2--APPLY BEST VALUE PRACTICES

### Objective 6 - Effectively execute streamlined outsourcing and privatization acquisitions

#### TASKS:

1. Develop best business practices for **outsourcing** efforts.  
**Metric:** - Total savings derived from cost comparison studies  
- Number of cost comparisons exceeding congressional/AF time limits  
**Measurement Method:** AF/PE reports
2. Develop best business practices for **privatization** initiatives.  
**Metric:** - Total savings derived from cost comparison studies  
- Number of cost comparisons exceeding congressional/AF time limits  
**Measurement Method:** AF/CE and AF/PE reports
3. Rewrite **AFM 64-108** to improve performance based service contracting  
**Metric:** Total number of performance based service contracts  
**Measurement Method:** Change in DoD reporting system to identify commercial practice contract awards
4. Expand use of direct procurements with medical suppliers,  
**Metric:** Number of hospitals using just-in-time contracts  
**Measurement Method:** Count data on number of hospitals using just-in-time

## **GOAL 3-EXPLOIT EMERGING TECHNOLOGIES** To simplify/streamline AF Operational Contracting.

**Objective 7--Rapidly implement DII and COE compliant information technology.** Take advantage of responsive electronic commerce and contracting business practices and capabilities.

### **TASKS:**

1. Improve and upgrade IT infrastructure and prepare to accept the DoD Standard Procurement System (SPS).

Actively manage and reinforce need for MAJCOM LGCs to accomplish Program Objective Memorandum (POM) for routine maintenance, replacement, and upgrades of information technology assets annually. Conduct asset modernization starting in FY97Q1 to achieve a Defense Information Infrastructure (DII), and Base Information Infrastructure (BII) compliant communications/computer environment by the end of FY97Q4 ensuring WWW connectivity for all AF Contracting personnel.

**Metric** - Number of MAJCOM POM s for this effort  
- Percentage of PC's, Servers and Network Operating Systems (NOS) that are compliant

**Measurement Method:** Track number of MAJCOMs with POM Inputs  
- Track number of compliant PC's, Servers and NOSs with WWW connectivity using data from the semi-annual "IT" Survey.

2. Leverage use of Worldwide Web.

Identify and use communication tools such as free WWW browsers and meeting enhancing software that allows multiple parties to collaborate real-time with sharing capabilities.

**Metric:** Percentage of AF Contracting Personnel using free WWW browsers and meeting enhancing software

**Measurement Method:** Track the AF Contracting Personnel using free WWW browsers and meeting enhancing software with data from the semi-annual "IT" Survey

3. Integrate electronic products

Make access to electronic products easier for the field(such as AFLMA products, AFCESA performance work statements, MAJCOM FAR Sups, AQCO desk guides)

**Metric:** Number of electronic products available on SAF/AQC Home Page

**Measurement Method:** Count the Number of available electronic products and the number of Server hits against those tools on SAF/AQC Home Page

**GOAL 3-EXPLOIT EMERGING TECHNOLOGIES**To simplify/streamline  
AF Operational Contracting.

**Objective 7--Rapidly implement DII and COE compliant information technology.** Take advantage of responsive electronic commerce and contracting business practices and capabilities.

**TASKS:**

4. Ensure effective user manuals are developed to support new electronic commerce/contracting capabilities.

**Metric:** Development of user manuals

**Measurement Method**Date user manuals are released

## **GOAL 3-EXPLOIT EMERGING TECHNOLOGIES** To simplify/streamline AF Operational Contracting.

**Objective 8--Reengineer policy and processes to leverage information technology.** Continuous refinement of contracting policy and processes to optimize use of latest information technology capabilities.

### **TASKS:**

1. Formulate policy (to include necessary AFFARS changes) directing the establishment of Electronic Catalogs hosted on WWW.

Provide policy and technology to set up electronic catalogs for all AF-wide IDIQ contracts, that allow end-user, to act as an Ordering Officer, to direct order with IMPAC to the maximum limit of the IMPAC Card.

**Metric:** AFFARS change to effect this policy

**Measurement Method** Track AFFARS implementation date.

2. Enable Desk Top V and ULANA II contracts with WWW Electronic Catalogs to allow end-user direct ordering using purchase cards.

**Metric** Establishment of WWW ECAT Ordering Capability

**Measurement Method** Track implementation date

3. Establish a mechanism to integrate policy and IT processes.

Explore methodology to integrate policy and technology during policy formulation with reviews at appropriate levels to ensure correct policy execution within AIS or information technology implementation.

**Metric:** Establishment of a small 4-5 person review team comprised of SAF/AQCI/P/O and SSG/SBEC and AFMC Contracting Lab with charter to establish review/integration process

**Measurement Method** Team Milestones from charter to project completion producing new policy review process

4. Reengineer our practices to leverage CBDNet.

**Metric:** Percent actions using CBDNet

**Measurement Method** CBDNet

**GOAL 3-Exploit Emerging Technologies:**To simplify/streamline  
AF Operational Contracting.

**Objective 8--Reengineer policy and processes to leverage information technology.** Continuous refinement of contracting policy and processes to optimize use of latest information technology capabilities.

**TASKS:**

5. Exploit the use of the WWW to enable contracting units to complete "Information Technology" (IT) Survey on SAF/AQC Home Page and post survey results on the homepage.

**Metric** Posting date of Survey on SAF/AQC HP for Download

**Measurement Method**Record date the Survey is available for  
downloading from HP.